# SCHEMA FOR PUBLIC SECTOR TRANSFORMATION – LEADERSHIP FOR INNOVATION

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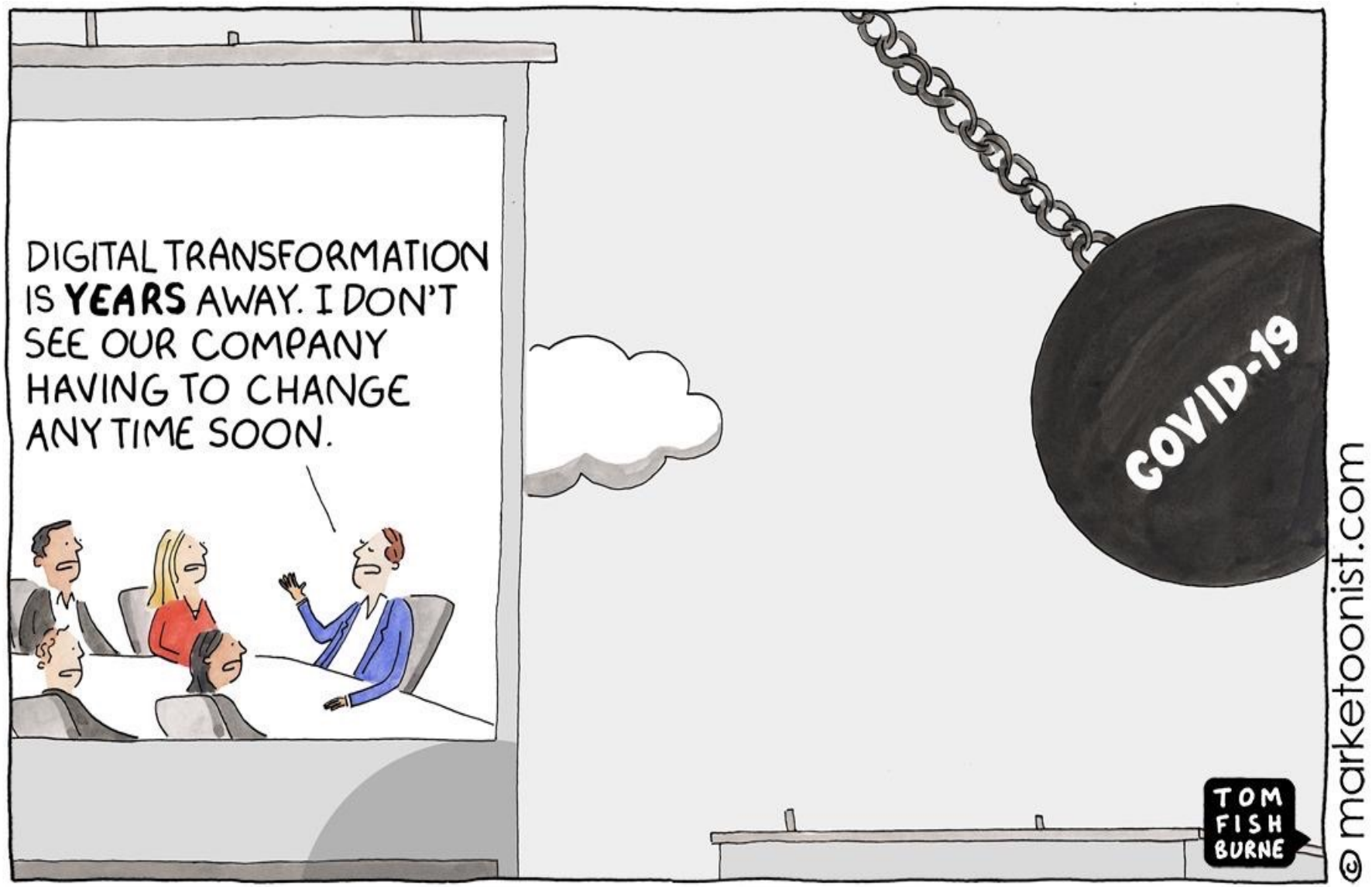
Caribbean Centre for Development Administration


DIGITAL TRANSFORMATION IS YEARS AWAY. I DON'T SEE OUR COMPANY HAVING TO CHANGE ANY TIME SOON.
COVID-19
TOM FISH BURNE
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**DR. ASHA CAMBON :**

- Since 1950, the region has been hit on average, by seven disasters per year, that have killed hundreds of thousands of people and affected millions more
- Annual damage in the Caribbean accounts for 40 percent of global damage
- Caribbean small states have suffered more damage at greater frequency than both other small and larger states
- Climate change is expected to exacerbate these effects by increasing the frequency and severity of natural disasters, affecting the livelihood of the populations, and harming the essential assets their insufficiently diversified economies rely on.

# The TRANSFORMATION

## 1

Tranquil, calm, serene sea
Beckoning, welcoming
Embracing, enfolding me
Azure, cobalt or aquamarine
The reef merely murmurs
Panoramic scene of recreation, enjoyment
Nocturnal romance platform for
Dalliance and denials
That was yesterday
A transformation is underway, today
The named storm is here
There is atmospheric change everywhere

## 2

Today the sea rages,
Froths and foams
Shrieks and sways with swells
Evokes screams and provokes yells
Yet brave sea birds signal
They are aware yet not afraid
Circling, surveying the
Boats tossed like toys in a tub
The boys venturing much too close
Risk for them is merely a word, not a reality
For young minds of curiosity
A body overcharged with curiosity and energy

## 3

A storm surge, surges inland
To burn and scorch
Winds and waves of relentless ferocity
Slam against rocks and infrastructure
Infrastructure crumbles, rocks remain
The beach so pristine, now gone
Monumental damage and destruction
Despair looms for the desperate
As steel gray sky kisses silver sea
I gaze in awe and trepidation
My frailty and insignificance
An antidote to creeping arrogance

## 4

Amazed at the power, the mystery of creation
We anxiously pray for fishers who heeded warnings late
Hoping to return safely to port
And the welcoming, safe arms of loved ones
Human mortality as tangible as the rain
Anxiety as deep as the slamming sea
The fear of loss, the hope for safety
Override all other considerations,
Rise to the crest of emotions
The transformation aesthetically wonderful
Yet we must all be careful, even fearful
The transformation, a force balancing an equation

By
Franklyn
Michael
May 30th,
2023

# When you hear Public Sector Transformation, what word or emotion comes to mind?

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# PST – The Journey

- 1990's – Reinventing Government
  - Embracing Competition/Privatisation/Agencification
  - Measuring Outcomes rather than inputs/processes
  - Insistence on Accountability
- Mixed Review
  - Different pace of adoption of transformation
  - Political Will
  - Capacity
    - https://www.governing.com/topics/mgmt/gov-reinventing-government-book.html

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# PUBLIC VALUE FRAMEWORK

- Pursuing Goals
- Managing Inputs
- User and Citizen Engagement
- Developing System Capacity

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# HOW CAN WE TRANSFORM?

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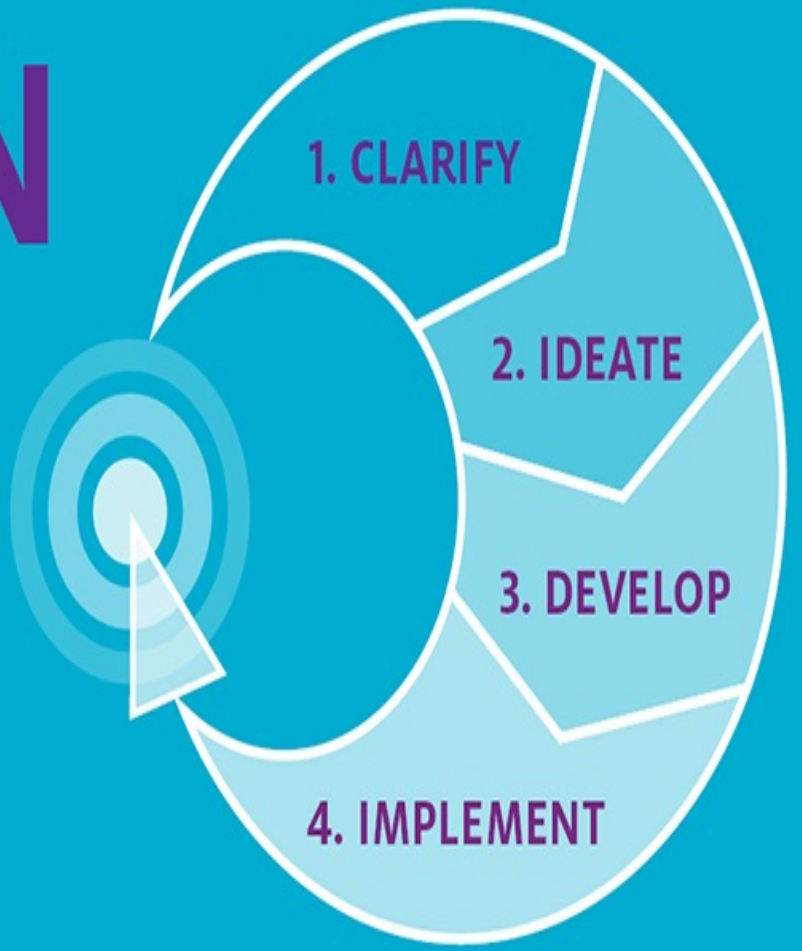
# 4-STEP TARGETED INNOVATION PROCESS




Center for Creative Leadership®

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# CLARIFY

- Need to frame the challenge in a way that encourages creative problem solving

- A good framing question
  - Forward looking
  - Action Oriented
  - Compelling

- Gathering Data/Stakeholder Engagement

**Leader's Role**

- Develop shared understanding
- Bring together diverse perspectives
- Clarify sufficiently but not get stuck in analysis paralysis

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# IDEATE

- Create a collective sense of what's possible
  - What are the ways we can potentially solve this problem?
  - What can we try/experiment with in order to see what happens?

**Leader's Role**

- Push your team to think creatively

- Keep scope realistic

- Keep focus on the challenge

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# DEVELOP

- Create a well-refined concepts through prototypes, experimenting, test, low risk sharing
- Develop collaborative relationships (gaining acceptance)
- Help team identify additional stakeholders

**Leader's Role**

Ensure the concepts, solutions are refined, but not get stuck in refinement that nothing moves forward

(Polarity to be managed)

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# IMPLEMENT

- The ‘Doing’ Phase
  - Piloting & Rolling Out
  - Learning & Adapting

**Leader’s Role**

- Help your team take in new information and adjust as needed

- Keep the innovation on target

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# LEADERS' ROLES - TRANSFORM

| BE | KNOW | HAVE | DO |
|---|---|---|---|
| VALUES-LED | HOW TO ADJUST TASKS | PRORITIES | REVISE OLD PLANS |
| VISIONARY & FUTURISTIC | WHO IS BEST FOR CRITICAL TASKS | NEW COMMUNICATION STRATEGY | CREATE NEW PLANS & GOALS |
| POLITICALLY SENSITIVE & AWARE | HOW TO COMMUNICATE AT ALL TIMES & WITH ALL LEVELS | STRATEGY FOR THE POLITICS | MAINTAIN PERFORMANCE CULTURE |
| REALISTIC | ANY CHANGES TO LAWS OR REGULATIONS | INTRODUCE NEW SYSTEMS | TRANSFORM – A HIGH PERFORMANCE MANTRA |
| PROFESSIONAL & ACCOUNTABLE | HOW TO BUILD COMPETENCIES IN TEAM - QUICKLY | RESOURCES INCLUDING SKILLED PEOPLE & QUICK FIXERS | SPEAK TRUTH TO POWER |
| COURAGEOUS & BOLD | KEY CONTACTS | COURAGE, TACT, PATIENCE | ENABLE AND PROMOTE TEAM DEVELOPMENT |
| VERY EMPATHETIC | HOW TO KEEP NEW STRATEGIC PARTNERS | CULTURE THAT HELPS | MEASURE & MONITOR |
| EMOTIONALLY INTELLIGENT - STILL | THE FACTS | PLAN TO NORMALIZE | INTERNALISE NEW SKILLS |

# CARICAD'S SCHEMA FOR PUBLIC SECTOR TRANSFORMATION

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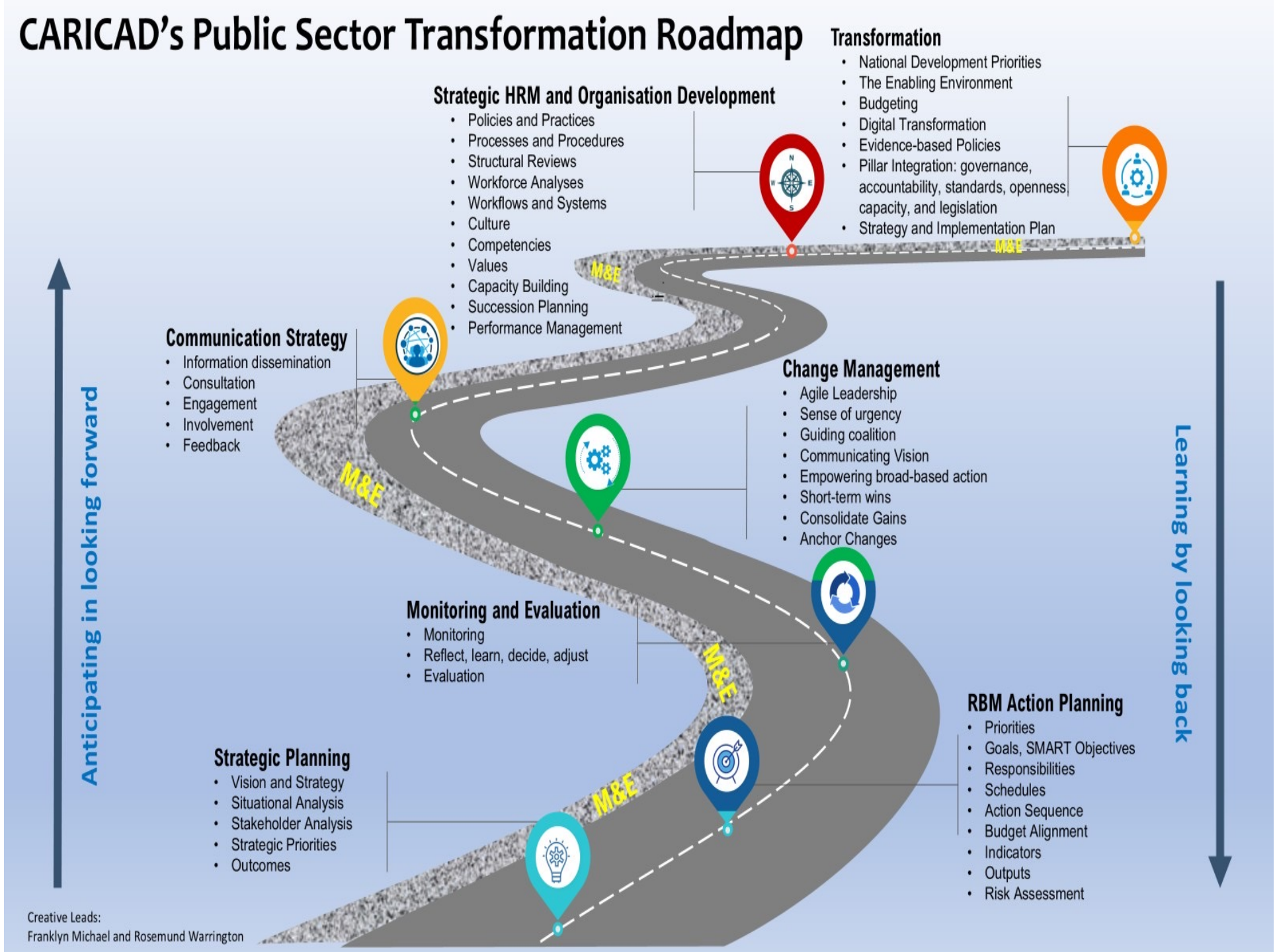
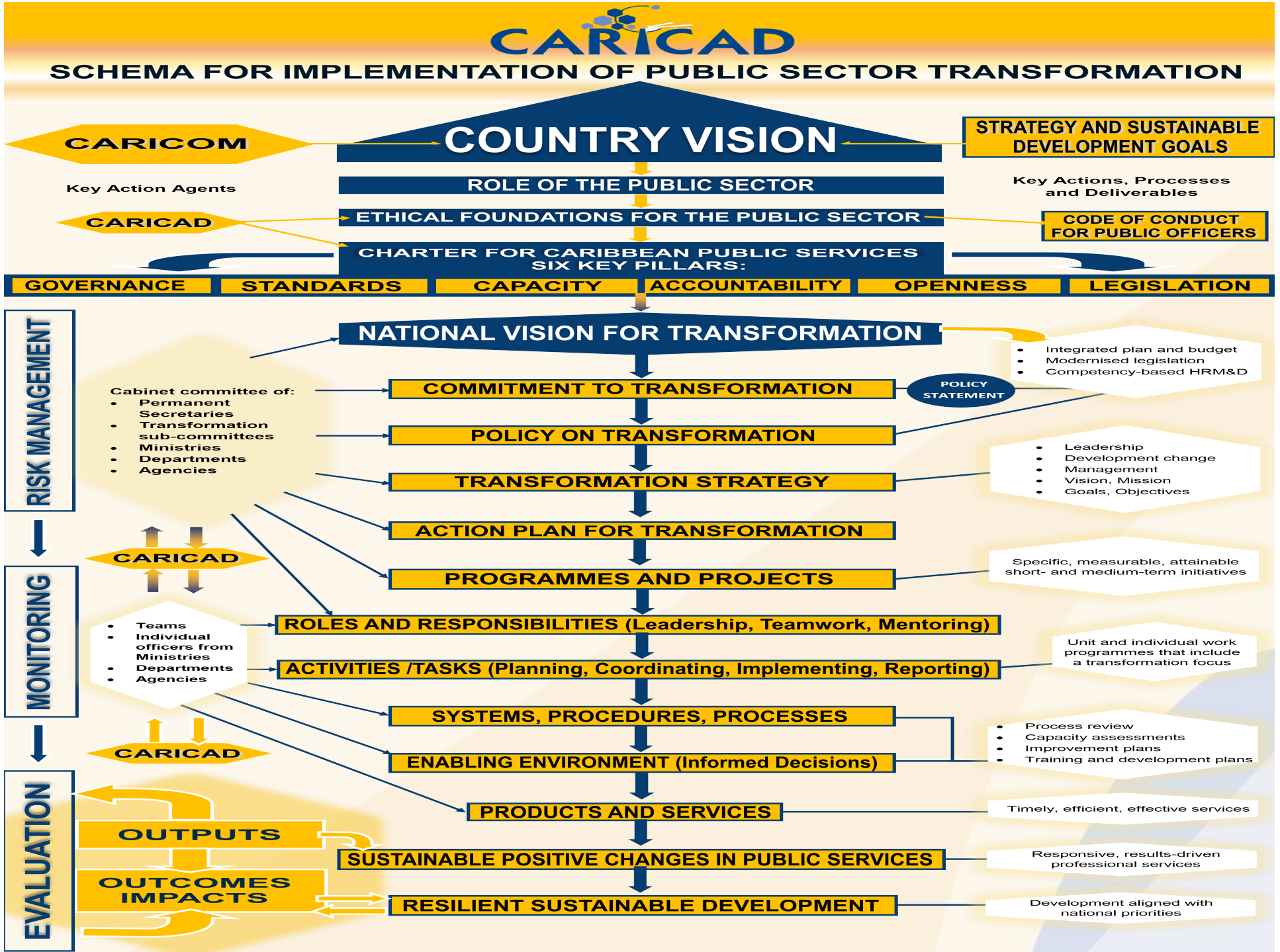
# CARICAD's Public Sector Transformation Roadmap




Creative Leads:
Franklyn Michael and Rosemund Warrington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SCHEMA FOR IMPLEMENTATION OF PUBLIC SECTOR TRANSFORMATION
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COUNTRY VISION
STRATEGY AND SUSTAINABLE DEVELOPMENT GOALS
Key Action Agents
ROLE OF THE PUBLIC SECTOR
Key Actions, Processes and Deliverables
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ETHICAL FOUNDATIONS FOR THE PUBLIC SECTOR
CODE OF CONDUCT FOR PUBLIC OFFICERS
CHARTER FOR CARIBBEAN PUBLIC SERVICES SIX KEY PILLARS:
GOVERNANCE
STANDARDS
CAPACITY
ACCOUNTABILITY
OPENNESS
LEGISLATION
RISK MANAGEMENT
NATIONAL VISION FOR TRANSFORMATION
Integrated plan and budget
Modernised legislation
Competency-based HRM&D
Cabinet committee of:
Permanent Secretaries
Transformation sub-committees
Ministries
Departments
Agencies
COMMITMENT TO TRANSFORMATION
POLICY STATEMENT
POLICY ON TRANSFORMATION
TRANSFORMATION STRATEGY
Leadership
Development change
Management
Vision, Mission
Goals, Objectives
ACTION PLAN FOR TRANSFORMATION
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PROGRAMMES AND PROJECTS
Specific, measurable, attainable short- and medium-term initiatives
MONITORING
Teams
Individual officers from Ministries
Departments
Agencies
ROLES AND RESPONSIBILITIES (Leadership, Teamwork, Mentoring)
ACTIVITIES /TASKS (Planning, Coordinating, Implementing, Reporting)
Unit and individual work programmes that include a transformation focus
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SYSTEMS, PROCEDURES, PROCESSES
ENABLING ENVIRONMENT (Informed Decisions)
Process review
Capacity assessments
Improvement plans
Training and development plans
EVALUATION
PRODUCTS AND SERVICES
Timely, efficient, effective services
OUTPUTS
SUSTAINABLE POSITIVE CHANGES IN PUBLIC SERVICES
Responsive, results-driven professional services
OUTCOMES IMPACTS
RESILIENT SUSTAINABLE DEVELOPMENT
Development aligned with national priorities

# GROUP ACTIVITY

- Using the Schema for PST
  - Analyse the extent to which the key success factors are in place to support your country's transformation agenda?
  - What elements exist?
  - What elements are missing?
  - What needs to be done to close the gaps identified
- You have 20 minutes for this exercise
- Identify 1 person to report out on the group's findings

*You will have*
***20 minutes***

Note the highlights of your group discussion to report back in plenary.

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# PLENARY DISCUSSION

- To what extent are the key success factors in place to support your country's transformation agenda?
- What elements exist?
- What elements are missing?
- What needs to be done to close the gaps identified?

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